

# Quality Management

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## Purpose

- ☐ Information MCO managers and administrators need to develop quality management capacity and systems
  
- ☐ Not training for quality managers or IDTs



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## Terms

- ☐ Members
  - = Consumers
  - = Participants
  - = Enrollees
- ☐ Interdisciplinary teams (IDTs)
  - = care managers
  - = care planning teams
- ☐ MCO = CMO = HMO



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## Quality Management (QM)

- ☐ QM – What it is, what it's not
- ☐ The functions within a QM system
- ☐ Operating a QM system



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## QM in Long-Term Care

- ☐ Old: 'Assumption-based' quality management
- ☐ New: 'Evidence-based' quality management



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## Our QM Challenges

- ☐ Product is a support, not an object
- ☐ Highly individualized
- ☐ Produced/delivered in homes
- ☐ Outcomes of LTC are not concrete



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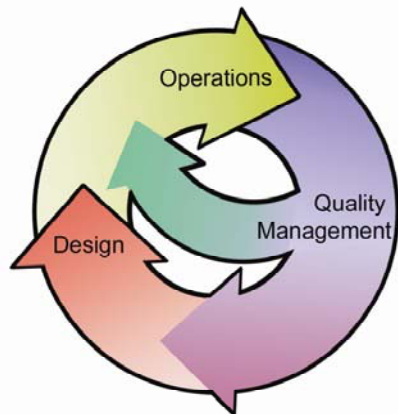
## Business Case for Quality

- ☐ QM saves money by
  - Finding efficiencies
  - Controlling or reducing risk
- ☐ Effective quality management does not cost - it pays



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## Quality Management is Only One Part of a Whole Quality Cycle



- ☐ Design
- ☐ Operations
- ☐ Quality management



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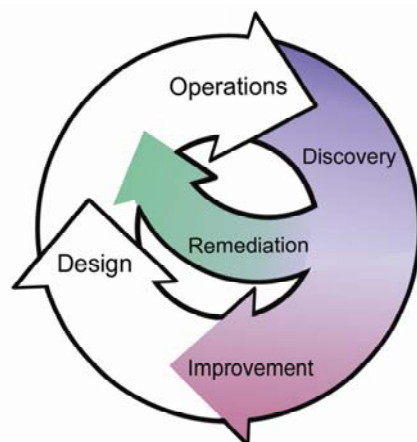
## QM Defined By Results

"A planned, systematic approach to the monitoring, analysis, and correction or improvement of performance, which **increases the likelihood of desired outcomes** by continuously improving the quality of care and services provided."



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## QM Defined By Component Functions

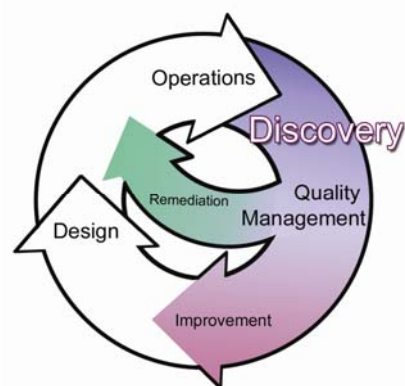


- ☐ Discovery
- ☐ Remediation
- ☐ Improvement



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## First component of QM: Discovery

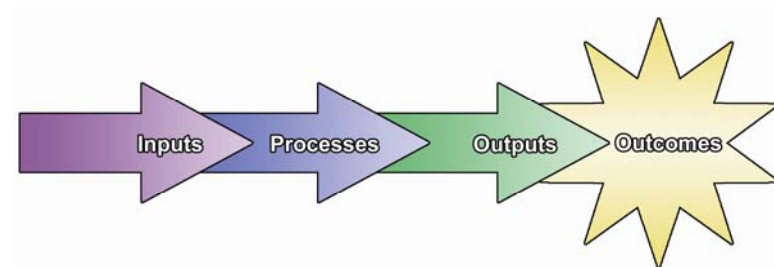


- Discovery is NOT the absence of any recent crises or complaints
- Discovery IS active and deliberate monitoring

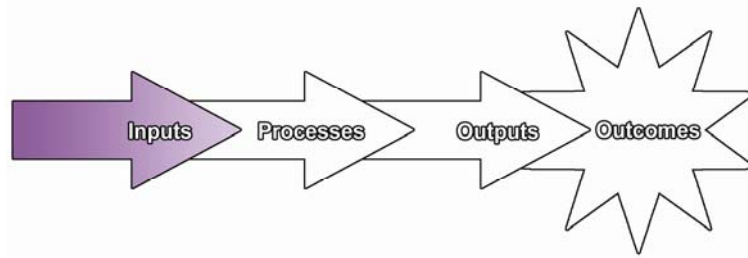


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## Discovering the Quality of What?



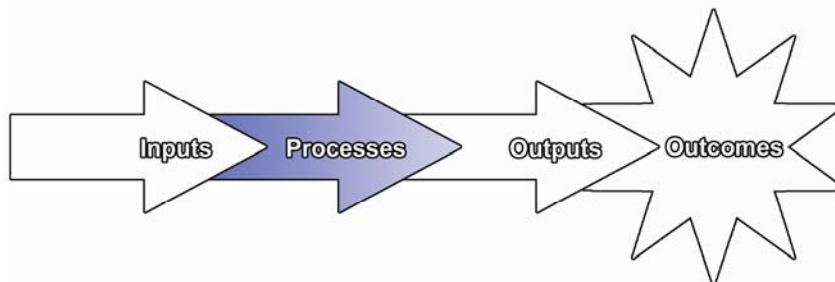
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- ☐ Check credentials
- ☐ Observe - informal and formal
- ☐ Seek feedback



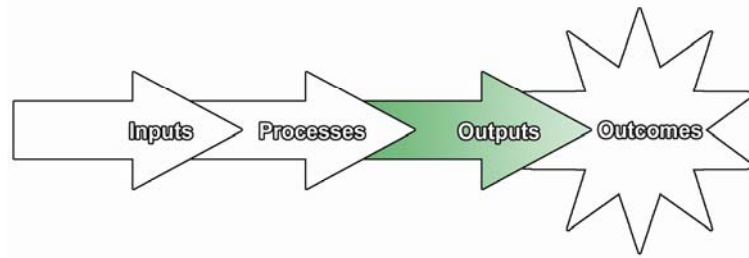
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- ☐ Analyze management information
- ☐ Determine causes of negative events



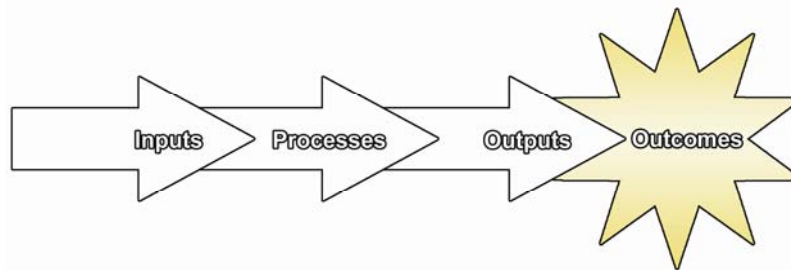
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- ☐ Spot check outputs
- ☐ Compile and analyze performance indicators
- ☐ Use management information to analyze use of services



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- ☐ Reliably assess members' outcomes
- ☐ Maintain and use health information systems



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## DHFS Role in Discovery

- ☐ Support for MCOs' QM activities
  - BQA and other regulatory information
  - Performance indicators and benchmarks
  - Raw data availability



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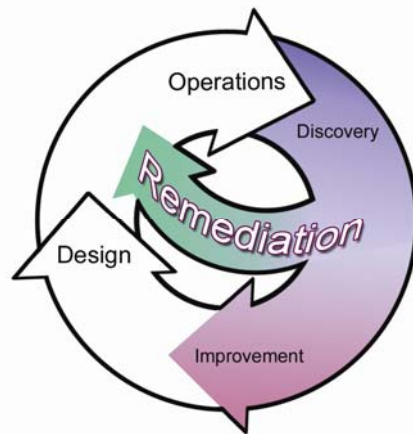
## External Quality Review Organization (EQRO)

- ☐ Federal requirement
- ☐ Independent
- ☐ Qualified in healthcare quality



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## The Second Component of QM: Remediation



- ☐ Quality alerts
- ☐ Cause
- ☐ Correction
- ☐ Implement
- ☐ Document



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## Making Sure That Changes Are Improvements



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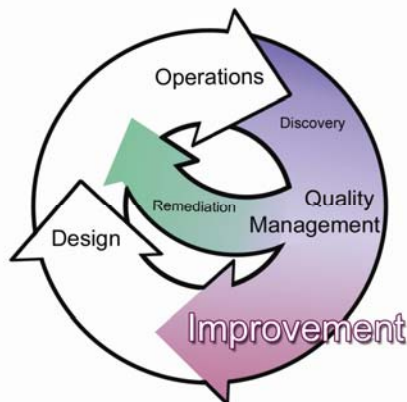
## DHFS Role in Remediation

- ☐ Clear communication
- ☐ Correction first
- ☐ Follow through



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## The Third Component of QM: Improvement



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## Performance Improvement Projects (PIPs)

- ☐ Highly focused
- ☐ Evidence-based
- ☐ Planned interventions
- ☐ Achieve significant improvement
- ☐ Sustained over time
- ☐ Related to member health, functioning, or satisfaction



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## DHFS Role in Improvement

- ☐ EQRO can support
- ☐ Provide coaching and collaboration in specific techniques
- ☐ Statewide coordinated PIPs



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## Comparison – Waivers to MC

- ☐ Requirements for an active internal QM program
- ☐ Less Department review of individual care plans
- ☐ More attention to systems issues in any review of individual cases



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## Comparison: Waivers to MC

- ☐ Less coaching of local staff by State quality reviewers
- ☐ No review or approval of individual expenditures
- ☐ More up-front review of MCO qualifications and readiness (certification)



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## Operating a QM System

- ☐ Commitment of resources
- ☐ Full-time manager devoted to quality management program



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## Quality Council

- ☐ MCO managers
- ☐ MCO staff
- ☐ Long-term care providers
- ☐ Health care providers



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## Participation and Input

- ☐ Consumers and target-group individuals
- ☐ Attendants and informal caregivers
- ☐ MCO staff in other functions



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## Annual Quality Documents

- ☐ Assess results of QM program
- ☐ Articulate priorities
- ☐ EQRO issues own annual report



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## Future of LTC Managed Care QM

- ☐ Continue collaboration to improve QM methods
- ☐ Continue emphasis on improvement
- ☐ Useful feedback to people who do the work is primary purpose
- ☐ As close to consumer as possible



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## Future of LTC Managed Care QM

- ☐ Distribute QM responsibilities efficiently
- ☐ Make efficient use of resources
- ☐ Willingness to drop less-useful activities for more-useful methods



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## Future Webcasts

- ☐ Provider Network Development
- ☐ Business Systems
- ☐ Suggestions for future briefing topics welcome, please contact Elizabeth Childers at:  
[ChildEA@dhfs.state.wi.us](mailto:ChildEA@dhfs.state.wi.us)



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## Listserv

- ☐ A listserv for planning grantees and other members of the public interested in managed long-term care expansion has been deployed
- ☐ Sign up for the listserv at this website:  
<http://dhfs.wisconsin.gov/ltcare/rfi/Listserv.htm>



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## Future Questions

- If questions arise as you are viewing the recording of this presentation, please submit them to Elizabeth Childers at:

[ChildEA@dhfs.state.wi.us](mailto:ChildEA@dhfs.state.wi.us)

